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ABSTRACT

The document describes the supervisory course offerings of the General Management Training Institute. It contains a general information sheet, a curriculum calendar for 1976, and course descriptions for the following courses: basic management functions, basic management methods and skills, communicating and counseling, increasing (improving) supervisory skills, introduction to supervision, leadership and supervision, supervision and group performance, supervision in the public service, and management in practice. Each course description contains: a statement of the audience the course was designed for, a description and a list of the objectives of the course, an explanation of the delivery methodology, a list of topics covered, and the cost. (JR)

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GENERAL MANAGEMENT INSTITUTE

SUPERVISORY CURRICULUM

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GENERAL INFORMATION

NOMINATION PROCEDURE

Federal employees should be nominated for training on Optional Form 37 or their agency training form. State, county, and local government employees may be nominated by letter showing nominee's name, home address, title, agency address, and billing address. Submit nominations to:

Director, General Management Training Institute
Chicago Regional Training Center
230 South Dearborn Street, 29th Floor
Chicago, Illinois 60604

NOMINATION DEADLINE

The nomination deadline for each program will be three weeks prior to its beginning date. Agencies may phone the General Management Institute to reserve spaces for any program if their nomination form or letter will not reach our office by the deadline. Late nominations, however, will be accepted only on a space available basis.

CANCELLATION DEADLINE

Cancellation deadlines will be two weeks prior to the beginning date of each program. Agencies will be billed for all accepted nominees unless cancelled by this deadline. However, substitutions may be made up to the beginning date of the program. Also, please cancel any phone nominations if they will not be needed.

PARTICIPANT NOTIFICATION

Acceptance letters and pre-course material (if required) will be mailed two weeks prior to the beginning date of each program. If a program has been cancelled or deferred, nominees will be notified by phone or letter.

ADVISORY SERVICE

We will be happy to provide technical assistance in the development of your own training programs or to conduct courses described in this booklet at your facility, tailored to your agency's needs.

For further information please contact the Director of the General Management Institute by phone or letter.

The FTS number of the General Management Institute is AC/312 353-2914.

SUPERVISORY CURRICULUM CALENDAR

BASIC MANAGEMENT FUNCTIONS - $115

DATES	LOCATION
Nov 3-7, 1975	Detroit
Nov 10-14	Cleveland
Nov 17-21	Chicago
Dec 1-5	Twin Cities
Jan 26-30, 1976	Duluth
Feb 23-27	Cincinnati
Feb 23-27	Madison
March 8-12	Chicago
April 5-9	Lansing

BASIC MANAGEMENT METHODS & SKILLS - $115

DATES	LOCATION
Aug 25-29, 1975	Dayton
Sept 8-12	Chicago
Dec 8-12	Indianapolis
Jan 19-23, 1976	Cleveland
Feb 9-13	Chicago
June 28 - July 2	Twin Cities

COMMUNICATING & COUNSELING - $100

DATES	LOCATION
Oct 7-9, 1975	Cleveland
Dec 9-11	Chicago
May 4-6, 1976	Chicago

INCREASING (IMPROVING) SUPERVISORY SKILLS - $110

DATES	LOCATION
Oct 15-17, 1975	Chicago
Dec 2-4	Cincinnati
May 4-6, 1976	Chicago

INTRODUCTION TO SUPERVISION - $115

DATES	LOCATION
July 14-18, 1975	Chicago
July 28 - Aug 1	Cincinnati
Aug 4-8	Springfield
Aug 11-15	Detroit
Aug 18-22	Twin Cities
Sept 15-19	Cleveland
Oct 6-10	Chicago
Oct 6-10	Green Bay
Nov 3-7	Indianapolis

INTRODUCTION TO SUPERVISION - $115 (continued)

DATES	LOCATION
Dec 1-5	Columbus
Dec 15-19	Madison
Jan 5-9, 1976	Evansville
Jan 12-16	Chicago
Feb 23-27	Duluth
March 8-12	Dayton
April 12-16	Chicago
April 19-23	Cleveland
May 3-7	Detroit

LEADERSHIP & SUPERVISION - $170

DATES	LOCATION
Sept 23-25, 1975	Chicago
Nov 4-6	Detroit
Jan 27-29, 1976	Dayton
April 27-29	Chicago

SUPERVISION & GROUP PERFORMANCE - $115

DATES	LOCATION
Aug 26-29, 1975	Chicago
Sept 22-26	Toledo
Oct 6-10	Detroit
Oct 20-24	Indianapolis
Nov 3-7	Duluth
Nov 3-7	Milwaukee
Dec 15-19	Cleveland
Jan 12-16, 1976	Cincinnati
Feb 2-6	Madison
Feb 16-20	Chicago
Feb 16-20	Lansing
April 19-23	Twin Cities
June 7-11	Dayton
June 28 - July 2	Chicago

SUPERVISION IN THE PUBLIC SERVICE - $115

DATES	LOCATION
March 22-26, 1976	Chicago

MANAGEMENT IN PRACTICE - $90

Correspondence course

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BASIC MANAGEMENT FUNCTIONS

Designed For . . .

First and second level supervisors, staff employees with management responsibilities, and others needing fundamental management skills.

Objectives . . .

This course is designed to enable the supervisor to accomplish the day-to-day objectives of planning, organizing, and controlling, the accomplishment of which contributes significantly to the economy and efficiency of operations. It is particularly applicable to supervisors who manage a substantial volume of work. Participants completing this course should be able to:

- Identify the managerial aspects of their jobs
- Describe the elements and principles of the management cycle
- Apply techniques of work organization
- Establish methods for controlling a plan
- Give orders more effectively

Delivery Methodology . . .

Each topic will be presented by lecturettes, demonstrations and brief readings which are followed by supervised workshop experience. The aim in every case is the development of a specific managerial skill.

Topics Covered . . .

Topics to be covered include:

- The Responsibilities of a Supervisor
- Planning and Organizing
- Information Sources for Planning
- Organizing the Work Force
- Scheduling Techniques
- From Plan to Action
- Controlling the Plan
- Planning Personal Time

Evening assignments of not more than one hour permit participants to review the previous day's work through the use of programmed instruction material.

Cost: The interagency tuition charge is $115 per participant.

BASIC MANAGEMENT METHODS & SKILLS

Designed For . . .

First and second level supervisors and staff employees with management responsibilities.

Objectives . . .

This course is designed to build an understanding of management theory and specific skills in key management areas of interpersonal and organizational communication, problem analysis and decision making. Participants who apply the skills taught in the course should be able to:

- Describe the major concepts in current managerial theory and practice
- Identify and suggest remedies for organizational and personal barriers to communication
- Explain and apply the basic Kepner-Tregoe approach to problem analysis and potential problem analysis
- Apply a systematic approach to the decision making process
- Describe and apply the basic principles for planning and conducting staff meetings

Delivery Methodology . . .

Understanding and skills are developed through the balanced use of lecturettes, case studies, films, selected readings, and team discussions and workshops.

Topics Covered . . .

The following topics are explored in-depth:

* *The Communication Process:* Emphasis on oral two-way communications, effective listening, conference leadership, and interviewing for results.

* *Problem Analysis and Decision Making:* A systems approach to problem solving, with related topics on potential problem analysis, and the dimensions of an effective decision.

* *Personnel Management:* High-lighting incentive systems and awards, adverse actions, discrimination complaints, and surveying management time.

Cost: The interagency tuition charge is $115 per participant.

COMMUNICATING & COUNSELING

Designed For . . .

Federal, state, and local government supervisors, managers, and others whose jobs require them to counsel employees at a non-professional level.

This three-day, 24-hour course may be applied toward the 80-hour basic supervisory training requirement.

Objectives . . .

The primary objective of this course is to provide the experience in which participants can develop a working understanding of the basic theories and skills of effective communication and counseling as they relate to supervisors and managers on the job. More specifically:

During this experience, participants will:

- Learn three techniques of counseling, indicating types of situations where each is useful
- Investigate the basics of interpersonal communication and develop ways of overcoming barriers
- Discuss the dual role of manager and counselor on the job
- Experience the importance of listening as an active skill in counseling
- Have an opportunity to apply what they learn in simulated work situations

When participants are back on the job,
if they apply what was taught, they will be able to:

* Identify when they need to adopt the role of counselor
* Counsel employees effectively
* Evaluate their effectiveness as counselors
* Engage in interpersonal communication supportive of both employee and supervisor
* Develop an atmosphere of mutual understanding among members of their work unit

Delivery Methodology . . .

The course methods and resources will include group discussions, role-play situations, case studies, and audio-visual aids.

Cost . . . The interagency tuition charge is $100 per participant.

INCREASING SUPERVISORY SKILLS

Designed For . . .

First and second level supervisors who have minimally had some basic supervisory training and six months on-the-job experience.

Objectives . . .

This seminar is based on the belief that every supervisor administers complex social and technical systems. This seminar will focus only on the social system which includes the organizational climate and the relationships between a supervisor and those with whom he or she works, and within which he or she must communicate, motivate, and influence. The seminar will develop personal skills necessary to operate effectively within this milieu. Participants will be able to:

- Explain and use a communications model for a clearer understanding of the organizational social system
- Explore the conditions or criteria under which various approaches to the communications process are most appropriate
- Develop personal skills in the systematic observation and review of group problem solving
- Develop a results-oriented plan for on-the-job improvement in interpersonal communications and influence

Delivery Methodology . . .

Participants will be required to complete a pre-course questionnaire or profile on approaches to communications. The seminar itself will be built on a series of intensive workshop activities carried out in small groups. There will be brief lecturettes and feedback sessions, but participants learn primarily by doing and analyzing what they are doing.

Cost . . . The interagency tuition charge is $110 per participant.

INTRODUCTION TO SUPERVISION

Designed For . . .

New and potential supervisors in federal, state, or local government agencies are eligible to attend this course. The course content also meets many of the training needs of the experienced supervisor who has not had the benefit of prior or recent formal training.

This course may be used to satisfy one-half of the 80-hour training requirement for federal supervisors.

Objectives . . .

This course covers the fundamental theories and practices needed to make an effective transition from employee to supervisor. The broad objectives of this program are:

- To assist participants to bridge the gap from worker to leader
- To provide insight into the supervisor's key role as part of the management team
- To equip participants with the concepts and tools needed to grow into mature, effective leaders

More specifically, upon completion, participants will be able to:

- Define the "job" of a supervisor
- Describe the supervisor's role on the management team
- Explain the essential principles of individual and group behavior
- Describe the basic personnel management responsibilities of a government supervisor, particularly in EEO and labor relations
- Analyze styles of leadership and their application on the job
- List the steps in systematic problem solving

In addition, participants will have the beginning skills and knowledges for them to:

- Improve employee motivation
- Delegate effectively
- Establish a positive climate of discipline
- Communicate more effectively with employees
- Continue their own self-development

Delivery Methodology . . .

Short talks, group discussions, practical workshops, and selected readings.

Introduction to Supervision - continued

Topics Covered . . .

* Expectations of the Government Supervisor
* The Sociology of Work
* Dynamic Leadership
* Personnel Management
* Principles and Practices of Supervision
* Problem Solving and Decision Making
* Equal Employment Opportunity
* Improving Communications
* Self-Development

Cost: The interagency tuition charge is $115 per participant.

LEADERSHIP & SUPERVISION

Designed For . . .

First line supervisors from federal, state, and local government agencies.

Objectives . . .

Leadership and Supervision is designed to help supervisors adapt their leadership style to the changing needs of the work group. The key skill areas of team building and group problem solving and decision making are also explored. These topics are all considered within the context of the changing role of the supervisor in modern organizations. After successfully completing this course, the participant will be able to:

- Identify the strengths and weaknesses of his leadership style as related to his own work group
- Understand when and how to involve the group in problem solving and decision making
- Identify areas for improvement in his planning, organizing, directing, and controlling skills
- Practice strategies to improve team work

Delivery Methodology . . .

Lectures, group discussions, and problem solving workshops.

Topics Covered . . .

* Building Team Work
* The Management Grid
* The Tools of Management
* McGregors Theory X and Theory Y
* Group Problem Solving and Decision Making
* Adapting Leadership Styles for Organizational Harmony

Cost: The interagency tuition charge is $110 per participant.

SUPERVISION AND GROUP PERFORMANCE - Revised effective May 5, 1975

Designed For . . .

Experienced first and second level supervisors; supervisors who have attended an "introductory" supervisory course, and staff personnel who deal with work teams or project groups.

Objectives . . .

The revised Supervision and Group Performance is designed to equip supervisors with knowledge of recent concepts in social science research as they relate to practical on-the-job situations. Supervisors will be introduced to techniques for building and maintaining productive and effective work teams. Supervisors completing this course should be able to:

- Explain basic factors causing individuals to behave as they do
- Describe the uses of authority and influence on group behavior
- Apply systematic techniques for analyzing and implementing change

Delivery Methodology . . .

During the course, lecturettes, films, case studies, and group workshops are used as catalysts for group discussion and guided role playing.

Topics Covered . . .

The subject matter included are:

* Motivation and Behaviorial Characteristics
* Job Enrichment
* Leadership Styles
* Analyzing the Nature of Group Behavior
* Diagnosis of the Group Situation
* The Anatomy of Trust and Cooperation
* Techniques for Effecting Change
* Improving Communication Skills
* Problem Solving Techniques

Cost: The interagency tuition charge is $115 per participant.

SUPERVISION IN THE PUBLIC SERVICE

Designed For . . .

New and potential supervisors in state or local government agencies are eligible to attend this course. The course content also meets many of the training needs of the experienced supervisor who has not had the benefit of prior or recent formal training

Objectives . . .

The new supervisor in a public agency is often selected from among the most capable employees, and in most cases brings extensive knowledge and competence in a technical occupation to his or her new position. Supervision, however, requires much more than old occupational skills. The new supervisor embarks on a second profession - that of managing the work of others - a profession requiring new skills, new knowledges, new outlooks and new training.

The course is specially designed to assist state and local government supervisors in making the transition from technical expert to supervisory professional. The course provides an orientation to, and a framework of solid fundamentals for developing the many skills needed to effectively meet the challenges of supervisory responsibility. It is designed to provide insight into the supervisor's key role as part of the overall management structure and to equip the supervisor with the tools needed to grow into a mature leader who gets results with confidence.

Participants in this program should develop not only fundamental understandings and skills for improved supervisory performance, but also a sound background for benefiting from further training experiences in the profession of management.

Delivery Methodology . . .

Teaching methods will include short talks, extensive group discussions, practical workshops, management games, films, and selected readings.

Topics Covered . . .

During this five-day program the participants will explore selected supervisory concepts and techniques in the following vital areas:

* Supervision as a Profession
* Planning for Results
* Managing Management Time
* Principles and Methods of Work Organization
* Individual and Group Motivation

Supervision in the Public Service - continued

* Leadership and Effective Delegation
* Disciplining and Training for Results
* Evaluating Employee Performance
* Models for Problem Solving and Decision Making
* Supervisory Responsibilities for EEO
* The Supervisor as a Communicator
* Self-Development

Cost: The interagency tuition charge is $115 per participant.

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MANAGEMENT IN PRACTICE - A Correspondence Course

Designed For . . .

This is a home study program designed to meet the needs of agencies who have supervisors, or potential supervisors, that are unable to attend formal classroom training. It is also an excellent review for those supervisors who may have received formal training sometime in the past.

Content . . .

The majority of study centers on a programmed textbook, Principles of Management, by Leonard Kazmier, supplemented by reprints of recent related articles and case studies. The materials cover basic theories of supervision and management, concepts of organization, techniques for problem solving and decision making, performance appraisal and evaluation, human behavior, motivation, and interpersonal relationships. Sections covering labor-management relations, merit promotion, and other governmental programs are also included in the study material.

Objectives . . .

- Through analysis of case studies, the learner will be able to apply problem solving techniques and develop a systematic approach to decision making.
- The learner will be able to identify effective ways of handling management situations that have been demonstrated through theory and practice.
- The learner will be able to identify and explain the techniques needed to establish strong interpersonal relationships and improve supervisory practices.
- The student will be able to explain such basic merit system policies as merit promotion and equal employment opportunity.

Management in Practice may be substituted for 40 hours of classroom training required for supervisors under the Merit Promotion Program (Appendix A to FPM 410, Section A-2).

Cost: The cost of this course is $90 per participant and includes all counseling services and related study materials. Agencies will be billed at the time each applicant is enrolled for training.

Special Note: A maximum of six months will be allowed for completion of this correspondence training course.